

**SPIRITUAL LEADERSHIP FOR THE ARMY FAMILY**



# **THE ARMY CHAPLAINCY STRATEGIC PLAN 2009-2014**



**AMERICA'S ARMY:  
THE STRENGTH OF THE NATION™**

# **The United States Army Chaplaincy**

**From the very inception of our United States, the preeminent value of the free exercise of religion has been recognized. A keystone of the foundation of our nation is the sacred nature of our country's reliance on the grace of God. This tradition stands enshrined in the first amendment to the Constitution and in the enormous body of documentation penned by our founding fathers and by an endless series of our nation's patriarchs. To help preserve and defend our right of free exercise is the special mandate the American People give to our Army Chaplaincy.**

**Since July 29, 1775, approximately 25,000 Army Chaplains have served as religious and spiritual leaders for 25 million Soldiers and their Families. From military installations to deployed combat units; from service school platforms to military hospitals, Army Chaplains and Chaplain Assistants have performed their ministries in the most religiously diverse organization in the world.**

**Throughout these 234 years, the Army Chaplaincy, through its Unit Ministry Teams, has championed scores of programs for the welfare of Soldiers and their Families. Always present with their Soldiers in war and in peace, Army Chaplains have served in more than 270 major wars and combat engagements. Some 400 Army Chaplains have laid down their lives in battle. Accounts of their dedication and courage are renowned. Almost 14% of all Army Chaplains since the Civil War have received battlefield decorations. Six were awarded the Medal of Honor and 27 received the Distinguished Service Cross for valorous service beyond the call of duty.**

**Since 1909, Chaplain Assistants have likewise served their country and their Soldiers with similar commitment and professionalism. Musician Calvin P. Titus, a volunteer Chaplain assistant, was awarded the Medal of Honor in 1902 for heroism during the Boxer Rebellion in China. Corporal Greene Strother, 11th Infantry Regiment, received the Distinguished Service Cross for capturing 14 prisoners and their machine guns at Vieville, France in 1918. Eight additional Chaplain Assistants gave their lives in Vietnam from 1966-1971 while serving with their Chaplains.**

**Since 1995, Chaplains and Chaplain Assistants have served in 120 foreign countries. Their mission has always been clear: to bring God to Soldiers and Soldiers to God. Their love of God, Country, and the American Soldier has been a beacon of light and a message of hope for all those who have served our nation.**



# Preface

Over time, current operations have stretched and stressed our all volunteer force. The demand for forces, capabilities, and Soldiers exceeds supply, and continuing to sustain them at the level and frequency they are employed is a tremendous challenge. While we remain a resilient and committed professional force, we are out of balance. We are consumed with meeting current demands, and are unable to provide forces as rapidly as we would like for other contingencies. We are likewise unable to provide an acceptable tempo of deployments to sustain our Soldiers and Families for the long term. The Army Campaign Plan (ACP) is designed to guide the Army on its path to restore balance by 2011 and begin to build readiness for an uncertain future of persistent conflict. It is built on four Army Imperatives to Restore Balance:

**Sustain the Army's Soldiers, Families and Civilians**

**Prepare Forces for Victory in the Current Conflict**

**Reset Forces to Rebuild Readiness and for Future  
Deployments and Contingencies**

**Transform to Meet the Demands of Persistent  
Conflict in the 21st Century.**

These four imperatives are supported by eight campaign objectives which are further broken down into major objectives. Undergirding all of these are three enabling initiatives: Enhance Strategic Communications, Secure Financial Resources and Legislative Authorities to Meet Requirements, and Implement Business Transformation.

In order to fully support the Army's plan, the Chief of Chaplains created the Army Chaplaincy Strategic Plan (ACSP) that is aligned with the ACP. The ACSP covers a five year period and is updated every year to reflect new issues. The current plan is designed to establish major objectives in support of the ACP's campaign objectives. These major objectives will become the base for future decision points in the ACSP process. Ultimately, successful implementation requires senior leaders of the Chaplain Corps to assess the needs of their commands and installations; develop an implementation plan that supports the major objectives appropriate to their context; implement those plans; and evaluate their effectiveness. To accomplish this they must utilize the four major management systems within the Corps: the Chaplaincy Personnel Management System, the Command Master Religious Program (CMRP), the Chaplaincy Automated Religious Support System (CARSS), and the Training Management System. Furthermore, every member of the Army Chaplaincy team down to its most junior members must understand the vision captured by the Army Chaplaincy Strategic Plan and ensure that what they do on a daily basis contributes to its success.

# For God and Country



***“The Soldier’s heart, the Soldier’s spirit, the Soldier’s soul, are everything. Unless the Soldier’s soul sustains him he cannot be relied on and will fail himself and his Commander and his Country in the end.”***

***General of the Army George C. Marshall***





# Table of Contents

**The Army Chaplaincy Strategic Plan**

**History of the Chaplaincy**

**Preface**

**For God and Country**

**The Army Chief of Staff's Message ..... i**

**The Army Chief of Chaplain's Message to the Corps ..... ii**

**Vision, Mission and Philosophy ..... 1**

**Strategic Plan Map ..... 2**

**Major Objectives ..... 3**

**Enabling Initiatives ..... 14**

**Strategic Milestones ..... 15**

**Critical Success Factors ..... 17**

**Epilogue ..... 18**

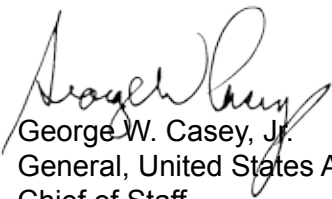
**Future of the Chaplaincy**



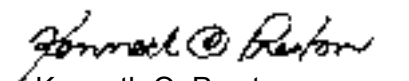
#### Army Chaplains:

I have said repeatedly that our Army is the best in the world at what it does because of our Values, our Ethos, and our People. After seven years of continuous combat however, our Army is out-of-balance. The stress on Soldiers and Families has had an impact across the force. Yet our Values remain non-negotiable. Precisely for this reason, the Chaplain Corps' mission of providing spiritual, moral, and ethical counseling is critically important.

As we restore balance and set conditions for the future, our Army will depend on the entire Chaplaincy to sustain itself in an era of persistent conflict. The unique qualifications of Army chaplains will be more crucial than ever. I could not be more proud of the Chaplain Corps during this time of great challenge and uncertainty for our Army – the Strength of the Nation.



George W. Casey, Jr.  
General, United States Army  
Chief of Staff



Kenneth O. Preston  
Sergeant Major of the Army





“Strategic leadership is the process used by a leader to affect the achievement of a desirable and clearly understood vision by influencing the organizational culture, allocating resources, directing through policy and directive and building consensus within a volatile, uncertain, complex and ambiguous global environment which is marked by opportunities and threats.”

(USAWC Strategic Leadership Primer, Roderick R. Magee II, ed.)

As Chaplains and Chaplain Assistants we are called to provide spiritual leadership for the Army Family. This requires both a sense of personal calling and the means to put that calling into practice. The Army Chaplaincy Strategic Plan provides the vision, purpose and direction by which the Chaplaincy will fulfill its collective calling to meet the religious and spiritual needs of America’s Army.

As the Army continues the process of transformation to meet the demands of a complex and uncertain strategic environment, the Army Chaplaincy Strategic Plan will provide the road-map for the transformation of the Chaplain Corps. It is a working document that will guide the efforts of our Corps as we provide comprehensive and compassionate religious support to our Soldiers, Family Members, and Department of the Army Civilians during a time of persistent conflict.

We have nested our plan with the strategic goals of the Army Campaign Plan and designed its objectives to support the accomplishment of these goals as they pertain to the Chaplain Corps. Senior Chaplaincy leaders are responsible for developing implementation plans to coordinate the execution of the Army Chaplaincy Strategic Plan initiatives that apply to their areas of responsibility. All Chaplains, Chaplain Assistants and Department of the Army Civilians within the Corps are responsible for supporting the execution of the Army Chaplaincy Strategic Plan initiatives appropriate to their echelon.

With our country at war, the mission of our Corps has never been more vital to the needs of our Army than it is today. The quality and diversity of religious support provided to Soldiers, Families, and Army Civilians by the Chaplaincy is crucial to sustain the spiritual resilience of our Army. May God uphold and empower our Corps as we continue to support those who faithfully serve our Nation.

Douglas L. Carver  
Chaplain (Major General) United States Army  
Chief of Chaplains

Tommy Marrero  
SGM, United States Army  
Chaplain Corps Regimental SGM



# The Chaplaincy

## Our Vision:

Spiritual Leadership for The Army Family.

## Our Mission:

Provide religious support to America's Army across the full spectrum of operations. Assist the Commander in ensuring the right of free exercise of religion. Provide spiritual, moral, and ethical leadership to The Army.

## Our Philosophy:

Perform religious leader and staff advisor functions while nurturing the living, caring for the wounded, and honoring the dead. We will always remain "Courageous in Spirit, Compassionate in Service."



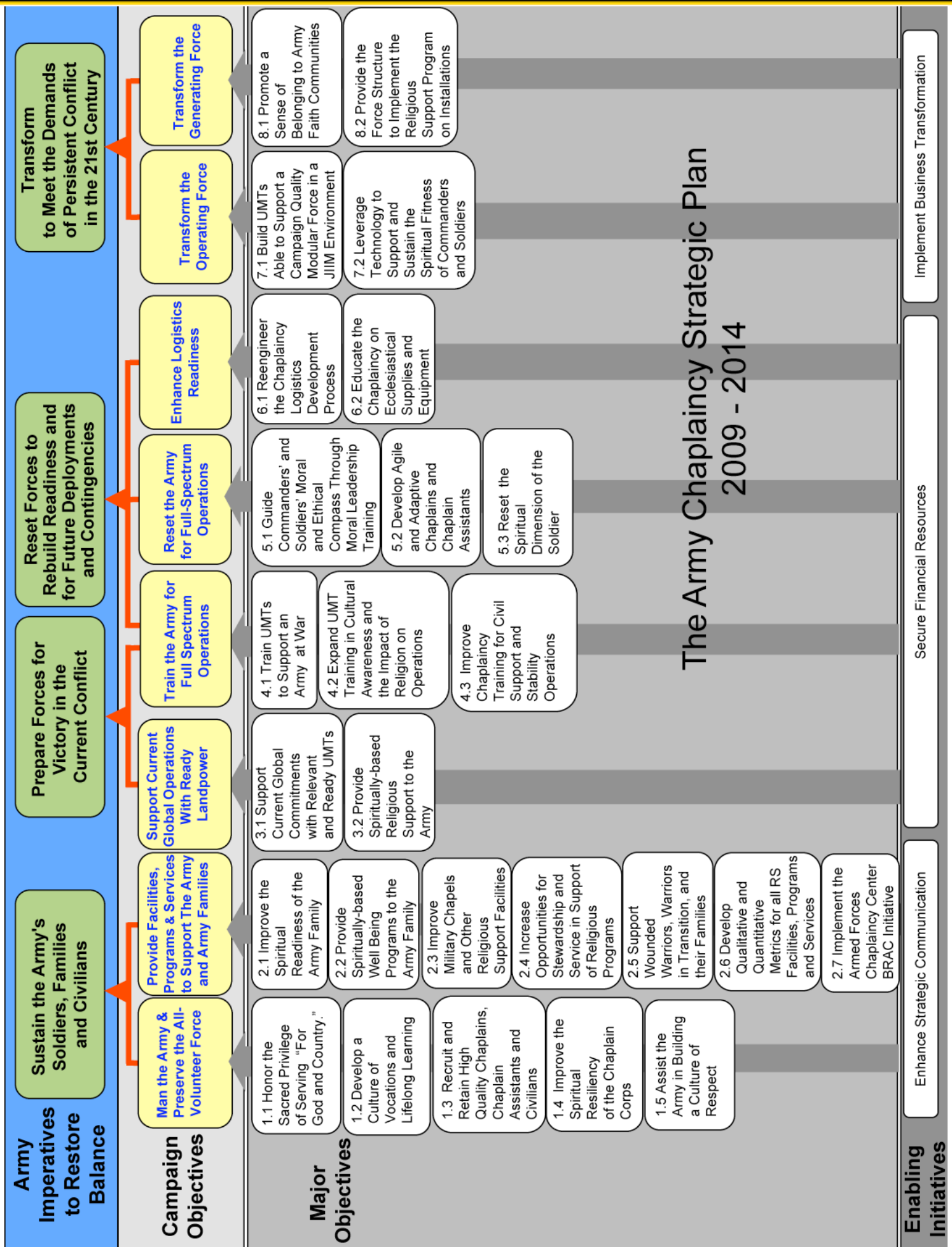
## Warrior Ethos

I Will Always Place the Mission First

I Will Never Accept Defeat

I Will Never Quit

I Will Never Leave a Fallen Comrade



# Army Campaign Objective 1: Man the Army & Preserve the All-Volunteer Force

## 1.1 Honor the Sacred Privilege of Serving “For God and Country”

Service to God and our Nation is a sacred calling. Our Regimental Motto, “For God and Country”, reflects our selfless commitment to serve both. In no other environment do so many ministers of diverse faith groups come together in such varied ways to accomplish one mission...“To bring God to Soldiers and Soldiers to God.”

The Chaplaincy:

- is committed to developing a corporate identity that celebrates our unique calling and diverse professional community
- focuses on caring for the Army Family by promoting its spiritual growth and ensuring its members have the opportunity to practice their faith while serving the Nation.

## 1.2 Develop a Culture of Life-long Learning

An essential element of preserving the spiritual strength of our Chaplains and Chaplain Assistants is to foster a culture of life-long learning that affirms individual giftedness and calling. The Chaplaincy will sustain a service-oriented culture where unique individual and corporate ministry expressions are encouraged, supported, and practiced. We will provide multiple opportunities to develop and hone critical ministry skills through self-development, training and certification at military and civilian schools, and individual coaching and mentoring opportunities with peer, supervisory and senior Unit Ministry Teams (UMTs).

## 1.3 Recruit and Retain High-Quality Chaplains, Chaplain Assistants and Civilians

Army Soldiers, Families, and authorized Civilians deserve world-class religious support. This can only happen when there is a UMT available to answer the call. To accomplish this, the Chaplaincy, in partnership with ecclesiastical endorsers, will recruit high-quality Chaplains, Chaplain Assistants, and Civilians who are committed to a professional Army Chaplaincy and who have the requisite skill sets and experience to succeed in the Army culture. We will emphasize the need for every member of the Chaplaincy team to support the recruiting effort in their spheres of influence. We will fully utilize all available recruiting tools and look for innovative ways to seek out qualified applicants. We will make intentional efforts to recruit underrepresented groups. In order to retain these high-quality team members, the Corps will provide pastoral, equitable and responsive personnel management, adapted to the Army Force Generation (ARFORGEN) model, the needs of the Army,





and UMT members' expectations. We will also provide robust professional development and growth opportunities that are personally fulfilling and that will make them a valuable asset to their faith communities when they depart military service.

#### 1.4 Improve the Spiritual Resiliency of the Chaplain Corps



Post traumatic stress and other emotionally and physically related forms of post combat trauma impact Chaplains and Chaplain Assistants as they provide care to Soldiers, Families, and authorized Civilians prior to, during, and following tours in hostile areas. A failure to ensure that our team members are spiritually resilient before deployment and that they receive opportunities for refreshment and healing after deployment will negatively impact our ability to accomplish our religious support mission. The Chaplain Corps will proactively ensure the mental, physical, and spiritual well-being of all our "caregivers". Our approach will be preventive as well as responsive. We will hold each other accountable to ensure that spiritual care and nurture is provided for

all subordinates, peers, and senior leaders within our ranks. This is such a critical mission that the Chief of Chaplains has created the Center for Spiritual Leadership as our lead agency to coordinate our efforts. However, all senior leaders must make this a priority. We will also encourage endorsing agencies to support Chaplains and Families throughout the deployment cycle.

#### 1.5 Assist the Army in Building a Culture of Respect

Certain aspects of our culture may have a corrosive effect on the young men and women who join the Army Family resulting in a lack of self-respect and disrespect towards others. Some of the results of this culture of disrespect are suicide, sexual harassment, domestic violence, and sexual assault. Building on the values of respect that exist in our faith traditions, the Chaplaincy will seek opportunities to be agents of change in our units and communities to build a culture of self-respect and respect for others.



## **Army Campaign Objective 2: Provide Facilities, Programs & Services to Support the Army and Army Families**

### **2.1 Improve the Spiritual Readiness of the Army Family**

New equipment and weaponry cannot replace the centerpiece of our Army formations, the Soldier. To be fully mission capable, the spiritual resilience of our personnel is as important as their physical, mental, and emotional health. As a part of Comprehensive Soldier Fitness, the Army recognizes the Soldier's spiritual dimension and the need to strengthen his or her spiritual readiness. In order to assist Soldiers in developing their spiritual fitness and resilience, the Chaplaincy will integrate spiritual fitness throughout the Soldier's life cycle: force structure, acquisition, training, distribution, deployment, sustainment, professional development and separation. We will look for creative and effective ways to integrate spiritual fitness into religious support programs for Families.

### **2.2 Provide Spiritually-based Well-Being Programs to the Army Family**

With our Army engaged in persistent conflict, it is critical to ensure that our Soldiers, Families, and Civilians are nurtured and equipped to deal with the multitude of issues arising from persistent conflict. The Chaplaincy will help our Soldiers to live great lives and build successful Families and careers through spiritually-based programs conducted in partnership with other Army agencies or through our own programs such as Strong Bonds. We will ensure that Chaplains and Chaplain Assistants become skilled in pastoral care and counseling to support Soldiers and Families through training provided by Family Life and Hospital Chaplains. We will encourage the design of new and innovative approaches from within our ranks. We will fully support the Army Family Covenant initiative and the Soldier and Family Action Plan, and be team players in enhancing the well-being of Soldiers and Families at all of our installations.



### **2.3 Improve Military Chapels and other Religious Support Facilities**

Chapels and religious support facilities support a multitude of spiritually-based programs for Soldiers and Families. The Chaplaincy will work with architects to revise the religious facilities standard design to meet the needs of installations and operational units. We will implement strategies to meet the emerging needs of the Army in light of Base Realignment and Closure and Interagency Global Positioning and Basing Stationing with modular and temporary facilities and permanent structures. By maximizing the use of Chief of Chaplain's grant programs such as the Ecclesiastical Equipment Grant program and the Matching Funds Grant program, we will continue to assist Commanders with needed funds to improve facilities. Continual revision of Installation Status Reports for facility standards will address the particular needs of worship communities. This includes technologies and sound systems for modern, non-traditional worship services that are expanding Army-wide.

## **2.4 Increase Opportunities for Stewardship and Service in Support of Religious Programs**

Volunteers are very important for the success of community programs to include religious support programs. Volunteer opportunities also provide a valuable outlet for service and personal growth for those who participate. In order to promote selfless service and strengthen the sense of community, the Chaplaincy will promote volunteerism at all levels and increase volunteer service opportunities. We will coordinate this effort with the volunteer program administered by Army Community Service. In addition, we will support chapel auxiliary organizations and programs across the Army to strengthen this vital aspect of our faith communities.

## **2.5 Support Wounded Warriors, Warriors in Transition and Their Families**

The Nation owes the deepest debt of gratitude to Soldiers who voluntarily and without regard for their personal safety were injured while serving in harm's way. The Chaplain Corps will provide for the spiritual needs of these Soldiers and their Families. We will serve as a prophetic voice when needed to ensure that they are treated with honor and respect and get the proper physical, emotional, mental and spiritual support they need.



## **2.6 Develop Qualitative and Quantitative Metrics for all Religious Support Facilities, Programs, and Services**

A critical component of successful program management is the development of metrics to measure effectiveness and return on investment. Metrics enable us to be better stewards of time and resources, assist us in fighting for funds and personnel to support our programs, and provide a basis for program improvement. The Chaplaincy will develop appropriate qualitative or quantitative metrics for all new decision points and religious support facilities, programs and services.

## **2.7 Implement the Armed Forces Chaplaincy Center**

As part of Base Realignment and Closure (BRAC) initiative during FY 10 the Air Force Chaplain Service Institute and Naval Chaplains School will co-locate to Fort Jackson, the site of the United States Army Chaplain Center and School (USACHCS), to create the Armed Forces Chaplaincy Center (AFCC). Each of the service schools will retain its unique service specific training and will have its own school, but whenever possible they will explore opportunities for shared inter-service training. The Army Chaplaincy will fully support the Armed Forces Chaplaincy Center BRAC Initiative. We will continue the development of the already identified shared inter-service training and explore new areas of cooperation.



## Army Campaign Objective 3: Support Current Global Operations with Ready Land-power

### 3.1 Support Current Global Commitments with Relevant and Ready Unit Ministry Teams (UMTs)

The nature of current global commitments creates a high demand for relevant and ready Unit Ministry Teams. The Chaplaincy will continue to organize the force structure to ensure that Chaplains and Chaplain Assistants - known as UMTs - are embedded throughout all components of The Army. To mitigate the accumulated affects of persistent conflict, we will ensure that our regulatory documents support current and future requirements. We will conduct ongoing capability needs analyses and, when necessary, modify our force structure to ensure that it enables timely religious support to mitigate the accumulated affects of persistent conflict. In order to ensure responsiveness, we will align Chaplaincy personnel management with the Army's Personnel Management System, ensuring that it mirrors the Army in its processes for recruiting, accessing, training, developing, promoting, sustaining and transitioning the force.

### 3.2 Provide Spiritually-based Religious Support to The Army



Unit Ministry Team members bring a variety of skills to the table and cooperate with other agencies to provide emotional, mental, and physical support to Soldiers and Families. However, spiritually-based support is at the heart of our responsibilities to ensure the “free exercise” of religion for America's Soldiers and their Families. The Chaplaincy will identify the critical capabilities that every team member must possess in order to provide spiritually-based support to Soldiers and Families during critical, life-changing events. To build these capabilities, the Chaplaincy will develop an integrated strategy of religious support skill development across all three training domains and engaging all three components. This strategy will include training and education in a variety of fields to include: Strong Bonds, Suicide Intervention and Prevention, Clinical Pastoral Education (CPE), Traumatic Event Management (TEM), counseling, sacred communications or homiletics, spiritual leadership, and chapel development.

## **Army Campaign Objective 4: Train the Army for Full Spectrum Operations**

### **4.1 Train UMTs to Support an Army at War**

Operations in the future will be executed in complex environments and will range from civil support operations, to counterinsurgency, to major combat operations. In order to meet the mission requirements of the expeditionary force, the Chaplaincy will fully train UMTs to support Full Spectrum Operations through all phases of their life cycle across the three training domains and in all three components. We will train UMTs to meet both current requirements and emerging challenges by developing training strategies and systems that provide training under realistic conditions. We will develop more robust collective tasks that reflect new Army and Chaplaincy doctrine in support of Full Spectrum Operations that will become the basis for a UMT Core Mission Essential Task List (CMETL). To support these collective tasks we will fully develop our Chaplaincy individual tasks to include steps and measures and integrate them into the Digital Training Management System so that they can be effectively used to execute and evaluate institutional and unit-based training.



### **4.2 Expand UMT Training in Cultural Awareness and the Impact of Religion on Operations**

In the current operational environment, our UMTs are deployed around the globe. This requires the capability to rapidly adapt to and understand various cultures to include the role of religion in those cultures and its impact on operations. In addition, when directed by Commanders, Chaplains and Chaplain Assistants must be prepared to provide the operational capability of engaging in religious leader liaison activities with host nation religious leaders. The Chaplaincy will continue to evaluate, develop and field resources which will enable us to utilize the world religions expertise available in the Chaplain Corps and the civilian sector to better equip our UMTs. We will ensure that they have the training, requisite skill sets, and tools necessary to analyze the religious and worldview dimensions of culture and advise the Commander of their impact on operations.

### **4.3 Improve Chaplaincy Training for Civil Support and Stability Operations**

Civil Support and Stability Operations encompass a wide range of missions requiring a unique set of skills and training. The Chaplaincy will improve operational, institutional, and self-development training to prepare UMTs with the information and skills necessary to meet the demands of providing religious support in these types of operations. We will use emergency preparedness training, review of lessons learned from major civil support and stability operations, participation in Army and Department of Defense (DOD) exercises, and institutional training in our Professional Military Education courses as our primary means to accomplish this training. Training in Civil Support Operations will include support to Chemical, Biological, Radiological, Nuclear, and high-yield Explosives (CBRNE) Consequence Management Response Force (CCMRF) units and the responsibilities of UMTs in all three components.

## Army Campaign Objective 5: Reset the Army for Full-Spectrum Operations

### 5.1 Guide the Commander's and Soldier's Moral and Ethical Compass through Moral Leadership Training

The profession of war-fighting and the challenges of persistent conflict bring Commanders and Soldiers face-to-face with difficult spiritual, ethical, moral, and emotional challenges. Full spectrum operations bring full spectrum moral challenges requiring spiritual leadership and intentional Moral Leadership training. To address these needs, the Chaplaincy will reformulate its Moral Leadership Training Program. We will start by providing world-class, state-of-the-art ethical character development products and processes (e.g. scenario-driven, role-playing games, both live and virtual, which, in coordination with the Army's Exportable Training Capabilities, can be tailored and applied at all unit levels) that support the Warrior Ethos. We will develop and field timely, needs-oriented tools and resources that assist Commanders and Soldiers at all levels in resolving moral and ethical issues and crisis situations. We will work in partnership with the Army Center of Excellence (ACOE) for the Professional Military Ethic to develop high quality ethics training material and initiatives.

### 5.2 Develop Agile and Adaptive Chaplains and Chaplain Assistants



To better support our Soldiers in complex and uncertain environments, Chaplains and Chaplain Assistants must be multi-skilled, spiritually fit, agile, adaptive, innovative, self-aware, and mission focused Spiritual Leaders. To accomplish this, the Chaplaincy is committed to a robust, inter-connected Leader Development Program that takes place concurrently within the operational, institutional, and self-development training domains and is fully integrated into the life-long learning strategy. We will prepare Chaplains and Chaplain Assistants to serve as a Battle Staff officer or NCO who advises the Commander and participates in staff processes; a Spiritual Leader who conducts services and

ceremonies in any environment, who provides or performs the rites, sacraments, religious education, or counseling that our Soldiers and Families need; a Manager of people and resources who ensures full ministry team coverage, can capably work religious support logistics, and is a trainer of excellence; a Diplomat who is proficient in their ability to dialogue on world religions and culture, and when appropriate function as a religious leader liaison with NGOs or local leaders; and a Shepherd who combines all these competencies with a primary focus of caring for the souls of Soldiers and their Families. We will continue to move forward with full implementation of the Chaplain Professional Reinforcement Training (CPRT) initiative for Chaplains in their initial term of service and expand this initiative across all ranks in all three components. We will emphasize the critical nature of supervisory coaching and voluntary senior mentoring in the development of future leaders.



### 5.3 Reset the Spiritual Dimension of the Soldier

The corrosive effects of combat and the built up stress of multiple combat tours can degrade a Soldier physically, mentally, emotionally and spiritually, seriously effecting their feelings about themselves and others, and their readiness for future contingencies. As part of a team concerned about Comprehensive Soldier Fitness, the Chaplaincy is focused on resetting the spiritual dimension of the Soldier, ensuring their present and future spiritual fitness and resilience. As a Corps we are committed to strengthening the Soldier's inner life through culturally relevant, engaging, and innovative worship, religious education, moral leadership training, and pastoral care. As the first line of defense for Soldier's struggling with a variety of issues, we are also concerned about their total fitness. We are committed to helping the Soldier get the training, support, intervention or treatment they need by referring them to the proper medical or behavioral health personnel; community assistance organizations like Army Emergency Relief (AER), American Red Cross, Army Community Service (ACS); or the appropriate unit or installation staff element.



## Army Campaign Objective 6: Enhance Logistics Readiness

### 6.1 Reengineer the Chaplaincy Logistical Development Process

The complex nature of today's battlefield often requires innovative material solutions to fully support the Soldier. Many of these solutions find their root in ideas and concepts generated from the field. We will reengineer the Chaplaincy logistical development process to create an effective and efficient system that will provide a commonly understood pathway for getting locally developed product ideas/concepts as described in an operational needs statement, analyzed, approved, produced and stocked.



### 6.2 Educate the Chaplaincy on Ecclesiastical Supplies and Equipment

On today's material heavy battlefield, supporting the Soldier's right to the free exercise of religion often involves getting the right ecclesiastical supplies and equipment to the right place at the right time. To ensure that Soldiers are fully supported in their free exercise rights, we will ensure that Chaplains and Chaplain Assistants understand what ecclesiastical supplies and equipment are available and how to obtain them through the Army/Defense Logistics Systems.



## Army Campaign Objective 7: Transform the Operating Force

### 7.1 Build UMTs Able to Support a Campaign Quality Modular Force in a Joint, Interagency, Intergovernmental and Multi-national (JIIM) Environment

The Army needs combat ready UMTs prepared to support the Commander's mission across the full spectrum of operations and at every level: tactical, operational, and strategic. These UMTs must also be capable of providing religious support in a Joint, Interagency, Intergovernmental and Multi-national (JIIM) environment. They will need to communicate and coordinate with private volunteer organizations (PVOs), non-governmental organizations (NGOs), and international organizations (IOs); and together with the U.S. State Department, they should be prepared to build and maintain ongoing relationships with religious leaders in areas of operations as directed by the Commander. We will train our UMTs on the cultures and processes of our sister services by maximizing opportunities for inter-service training created by the establishment of the newly formed Armed Forces Chaplaincy Center (AFCC). We will also explore the development of Joint training opportunities in partnership with the Joint Force Command (JFCOM) Chaplain.



### 7.2 Leverage Technology to Support and Sustain the Spiritual Fitness of Commanders and Soldiers

While technology cannot replace personal ministry, it is a religious support enabler that can multiply effectiveness. It can promote common understanding, move data in real-time, and provide access to information across the globe. The Chaplaincy will utilize current and emerging technologies to provide technology-enabled, modular ministry tools and resources. We will effectively integrate religious support requirements and products into the development of future combat systems across the doctrine, organizations, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) process. We will develop and maintain the Chaplaincy Automated Religious Support System (CARSS), a state-of-the-art, agile, always-on, global religious support network. Senior leaders will use this system to review and consider proposed information technology and management initiatives and requirements; prioritize and validate initiatives and requirements based on overall Chaplaincy goals and needs; and assess the impact of those initiatives on existing religious support information systems, Army policies, and the Chief of Chaplain's strategic objectives.



## Army Campaign Objective 8: Transform the Generating Force

### 8.1 Promote a Sense of Belonging to Army Faith Communities

For many Soldiers and their Families, a chapel community is an important support structure that enables them to thrive while facing the rigors of Army life. These faith communities provide strength to our larger military community by providing Soldiers and Families a place to practice and grow in faith. The Chaplaincy will create relevant and engaging worship communities for Soldiers and Families that tell the sacred story in the context of the Army experience. We will diversify the available worship opportunities based on local demographics to include distinctive faith group, liturgical, traditional, contemporary, Millennial, and emerging forms of worship. We will engage the Army culture, encourage innovation, and provide training on faith community development to UMT members. National Guard and Reserve component Chaplains will strengthen the faith dimensions of their communities through participation in community building programs.

### 8.2 Provide the Force Structure to Implement the Religious Support Program on Installations

The Installation Management Command (IMCOM) has the mission of providing the Army with installation capabilities and services to support operations in a time of persistent conflict. Our UMTs are a critical part of this enterprise but are often understaffed to provide critical installation religious support. The Chaplaincy is committed to exploring ways to provide the force structure required to accomplish the mission. One ongoing initiative is the full implementation of the Director of Religious Education (DRE), Career Field 52, which will greatly increase the ability to provide quality religious education Army wide. We will also pursue the development and implementation of common levels of services to standardize the quality and efficiency of religious services to Soldiers and Families.



# Enabling Initiatives

Supporting all of these ACSP objectives are three enabling initiatives that parallel those in the ACP: Improve Strategic Communications, Secure Resources to Meet Requirements, and Implement Business Transformation.

## **Enabling Initiative 1: Improve Strategic Communications**

Every new decision point in the ACSP must consider strategic communications as a part of the process. But strategic communications is not limited to the ACSP process. Every member of the Chaplain Corps team must be a strategic communicator, “telling the Chaplaincy story” in their sphere of influence.

## **Enabling Initiative 2: Secure Resources to Meet Requirements**

In order to accomplish the objectives in this plan, we must proactively pursue resources wherever they may be found. Effective resourcing often involves the ability to show the basis for the need, articulating a thorough plan, and providing evidence of a return on investment often in the form of metrics.

## **Enabling Initiative 3: Implement Business Transformation**

In order to support the initiative to transform the Army to a capability-focused Army Enterprise, the Chaplaincy must use process improvement to analyze requirements and optimize processes to increase the effectiveness and efficiency of the delivery of high quality religious support and services. As a part of this process we will pursue opportunities to employ best practices within the Chaplaincy. Qualitative and quantitative measurements to evaluate effectiveness and employing best practices are also significant components of this business transformation process. We will incorporate qualitative or quantitative metrics into new program proposals in order to measure effectiveness and assist in re-engineering programs. The current tool that the Army is using to reach an enterprise end-state is Lean Six Sigma. In order to fully support transformation we will seek to have a Green Belt or Black Belt qualified team member on the staff of every senior Chaplain.

# Strategic Milestones

- Develop material on our unique corporate identity (historical roots and emerging opportunities) to be used during the FY 09 Chaplain Corps Anniversary celebrations. (Objective 1.1)
- Develop a Life-long Learning Strategy by FY 09 that includes Chaplains and Chaplain Assistants in all three domains of training across all three components. (Objective 1.2)
- Meet or exceed recruiting and accessioning goals annually across all three components. (Objective 1.3)
- Provide opportunities for every UMT member to participate in an annual spiritual renewal retreat beginning with FY 09. (Objective 1.4)
- Develop moral leadership training material for the Army on the spiritual value of respect for use in unit and installation training by the end of FY 09. (Objective 1.5)
- Build a comprehensive plan that addresses improving spiritual readiness across a Soldier's life cycle by the end of 2nd Quarter FY 10. (Objectives 2.1 and 5.3)
- Develop a plan to fully implement the Pastoral Skills Training portion for the National Guard and Reserve components before FY 10 and phase in implementation by FY 11. (Objective 2.2)
- Achieve an Installation Status Report (ISR) status of 80% Green and 100% of all DD 1391s updated annually. (Objective 2.3)
- Develop materials to support a campaign to revitalize volunteerism in our worship communities and UMT sponsored programs by the 2nd Quarter of FY 10. (Objective 2.4)
- Maintain a 100% fill of Warrior Transition Units with CPE or Family Life qualified Chaplains. (Objective 2.5)
- Complete the Armed Forces Chaplaincy Center BRAC Initiative by FY 10. (Objective 2.7)
- Sustain over 100% fill of all deploying Unit Ministry Teams. (Objective 3.1)
- Institute the College of Military Preaching by the end of FY 09 to improve the area of sacred communications/homiletics in the Corps. (Objective 3.2)
- Conduct a complete review of the Chaplain Basic Officer Leader Course and explore the development of a Chaplain Candidate Course by the end of FY 09. (Objective 4.1)
- Fully resource the U.S. Army Chaplain Center and School to train UMTs to advise Commanders on the impact of religion and culture on military operations by FY 10. (Objective 4.2)



- Field a fully developed Battlefield Ethical Decision Making training package by the end of FY 09. (Objective 5.1)
- Develop a Plan to Revitalize the Use of Chaplain Service School Instructors by the end of FY09.
- Provide a fully supported Religious Support Simulations Center for use in exercising Brigade-level and above UMTs prior to deployment by FY 10. (Objective 4.1)
- Develop a plan to expand life-long learning beyond CPRT to include the ranks of Major through Colonel by FY 10 and phase in implementation through FY 11. (Objective 5.2)
- Implement the approved Integrated Concept Team process by the end of FY 09. (Objective 6.1)
- Develop a training module on available ecclesiastical supplies and equipment and how to order them for posting on the University of Military Ministry by FY 10. (Objective 6.2)
- Work with Air Force and Navy Chaplaincies and the JFCOM to develop a notional Program of Instruction for a course to prepare Senior Chaplains and Assistants or Religious Program Specialists to work in a JIIM environment by the end of FY 09. (Objective 7.1)
- Develop a plan to transform the Chaplaincy Automated Religious Support System (CARSS) by the end of FY 09. (Objective 7.2)
- Develop Chaplaincy-wide training materials on Faith Community Development to be taught at the installation-level by 1st Quarter FY 10. (Objective 8.1)
- Conduct a needs assessment at every installation by the end of FY 09 and develop an Installation-level Worship Community Master Plan by 1st Quarter FY 10. (Objective 8.1)

# Critical Success Factors

- A Spiritually Strong, Morally Resilient Chaplain Corps
- Mission-Focused, Combat Ready UMTs at the Tactical, Operational, and Strategic Levels Capable of Operating in a JIIM Environment
- Proper Force Structure for a Transforming Army
- An Army that Integrates Spirituality into the Warrior Ethos
- Revitalized Moral Leader Development Training
- A Chaplaincy that is Integrated within Army Staff Systems
- A State-of-the-Art, Global, Religious Support Network
- Religious Support Products that Reflect Emerging Technologies
- Effective Crisis Response Ministry
- Relevant Knowledge/Expertise of Indigenous Religions and Culture and Their Impact on Operations
- UMTs with a Strong Sense of Sacred Vocation
- Well Resourced and Equipped Worship Facilities
- A Chaplaincy that Employs Best Business Practices in Support of Army Enterprise Initiatives
- Successful Integration of Personnel Management within the Army Model
- Strategic Communication of the Chaplaincy Story to all Audiences
- Support of the Chaplaincy Vocation by Ecclesiastical Endorsing Agencies and National Faith Communities
- Partnerships and Cooperation with External DOD and DA Agencies
- Qualitative and Quantitative Metrics for all Religious Support Facilities, Programs and Services
- Culturally and Generationally Relevant, Engaging and Innovative Worship Communities

# Epilogue

***“Only let your manner of life be worthy...so that...I may hear of you that you are standing firm in one spirit, with one mind striving side by side...”***

***St. Paul  
Philippians 1:27 (ESV)***

***“The teams and staffs through which the modern commander absorbs information and exercises his authority must be a beautifully interlocked, smooth-working mechanism. Ideally, the whole should be practically a single mind.”***

***General Dwight D. Eisenhower  
Crusade in Europe, 1948***

These timeless words of both a great Spiritual Leader and a great Military Leader capture the essence of the Army Chaplaincy Strategic Plan. This document nests our Religious Support strategy into the Army Campaign Plan and thus forms a single mind between the Chaplaincy and our Soldiers in our commitment to support the Army Family.

The Chaplain Corps brings a unique vocation to the profession of arms: an imperative from both God and our nation to serve Him by serving others. Our corporate calling is borne of a dedication to both our faith traditions and our country. As a part of the Army formation since Bunker Hill, we also bring unique skills to support the Army Family: prayer and pastoral care, prophetic preaching and encouragement, and counsel and advice to our command. With these skills we nurture the living, care for the wounded, and honor the dead that have made the supreme sacrifice. Our intent is simple: we will continue to serve our Army out of our calling and skills, providing Spiritual Leadership to the Army Family. We have prayerfully poured our heart, mind, soul and strength in a team effort to produce this strategic plan. Our regimental motto is its dedication: “Pro Deo et Patria...For God and Country.”

General J. Lawton Collins once stated, “The most precious commodity with which the Army deals is the individual Soldier who is the heart and soul of our combat forces.” Our humble prayer is that God will anoint this strategic plan so that it may be a vessel through which He blesses our Soldiers and Families, our Army, and our beloved nation.



# **Future of the Chaplaincy**

**The Soldiers and Families of our Nation await our spiritual leadership in an unknown future. We must adapt and apply every creative concept to reconcile our efforts and meet the challenge. Critical thinking and innovation built on solidarity of a higher purpose will allow us to be by our Army's side.**

**We must be able to anticipate the strategic environment and potential challenges in achieving our mission. In order for us to meet these challenges, we must achieve capabilities necessary to meet the religious support challenges of our Warriors. Through multi-dimensional religious support capabilities, relevant, flexible leadership and management of religious support resources, we can remain solid and adapt to our Nation's religious needs.**

**The future of Religious Support, first and foremost, requires a cultural shift in concepts and design. The Chaplaincy has a well-developed body of ideas regarding how we can better support Commanders, Warriors, and Families. Our concepts not only help us visualize future operations – they are the basis for the development of Future Force capabilities. As our azimuth for the future, they also shape near-term changes to the Current Force as we adapt to our current conflicts and maintain the Army's Warrior Ethos.**

**The Future Force design represents the current and near term capabilities, joint enablers, and integrated campaign qualities with clear linkages to the future. The Chaplaincy fully expects to grow these capabilities through Branch transformation to support America's Future Force. The comprehensive integration of religious operations is the means by which the free exercise of religion for Soldiers and their Families occurs in the Future Force. Transformation is not determined by technology alone.**

**The United States Army Chaplaincy is Soldier-focused, spiritually-based and systems integrated. The sons and daughters in America's military are our most treasured resource. Their success in the future depends deeply upon their spiritual strength and to this end, the United States Army Chaplain Corps will use every means possible to personally touch their lives with hope, uphold their sacred values, and above all, never lose sight that within the chaos of battle, and behind the array of technology, is a sacred person.**



## Sacred Values

### **S**pirituality

Seek to know God and yourself at the deepest level

### **A**ccountability

Hold yourself and others to the moral and spiritual high ground in every area of life

### **C**ompassion

Love in word and deed

### **R**eligious Leadership

Model spiritual truths wisely and courageously

### **E**xcellence

Do your best for God's glory

### **D**iversity

Respect the differences of others

